

# FOCUS

## The Future Is Now

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WORKS  
FOR ME



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WINTER 2008

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# PRESIDENT'S Message



#### FOCUS ON OUR 2008 PRIORITIES

As we start the New Year, I am energized by the many opportunities we have as a community

and as a Chamber of Commerce to support business and job growth in our region.

Our Chamber Board of Trustees has designed and unanimously approved a new strategic plan that will take us through 2008 and beyond. The key to the plan's success is that it is focused on our 3000 member businesses and organizations and that it has measurable goals for outcomes and accountability.

The plan has five clear strategic priorities for the organization to focus its resources. These are:

» **Workforce Development** — The Chamber's roles include being the business community's private-sector advocate on these issues; being their link to the region's many education and training assets; and creating specialized tools to help member employers create and find skilled workers;

» **Transportation Infrastructure and Services** — The Chamber is the private-sector champion of a \$1.2 billion, 10-year goal for our region as well as the private sector's airport partner for air travel services. Both surface and air transportation are part of our overall economic development roles;

» **Business Support** — The Chamber acts as our members' ombudsman on a daily basis for a variety of issues — it creates networking links, economic data and provides a number of money-saving "opt-in" programs important to members' bottom line results;

#### » **Retention and Expansion Services**

— The Chamber communicates daily, weekly and monthly with members concerning their needs; but equally as important, it visits between 300-400 members annually to assess their needs and provides economic and problem-solving solutions;

» **Public Policy Advocacy** — Our Chamber partners with 21 other area Chambers of Commerce, collaborates with many other organizations and takes the lead on dozens of local, state or national legislative or regulatory issues affecting our members and the region's competitive business environment.

Our 2008 Business Plan weaves each and all of these strategic priorities into this annual work plan. Based on our resources, our volunteer leadership has developed these priorities and goals that will best serve our members' needs. What businesses who are not members of our organization and the public must realize is that we are a private-sector, member-driven business trade association whose first and foremost mission is to provide programs and services to our dues-paying members.

Our actions will directly help our community grow and prosper. Indirectly, our work even supports non-members. But our mission and first priority will and must always be to our members — the life blood of our now 100-year old organization.

Best to us all in 2008 — and beyond. We wish you much success. — ■

Phillip L. Parker, CAE, CCE  
President & CEO  
Dayton Area Chamber of Commerce



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*and defining  
the path*

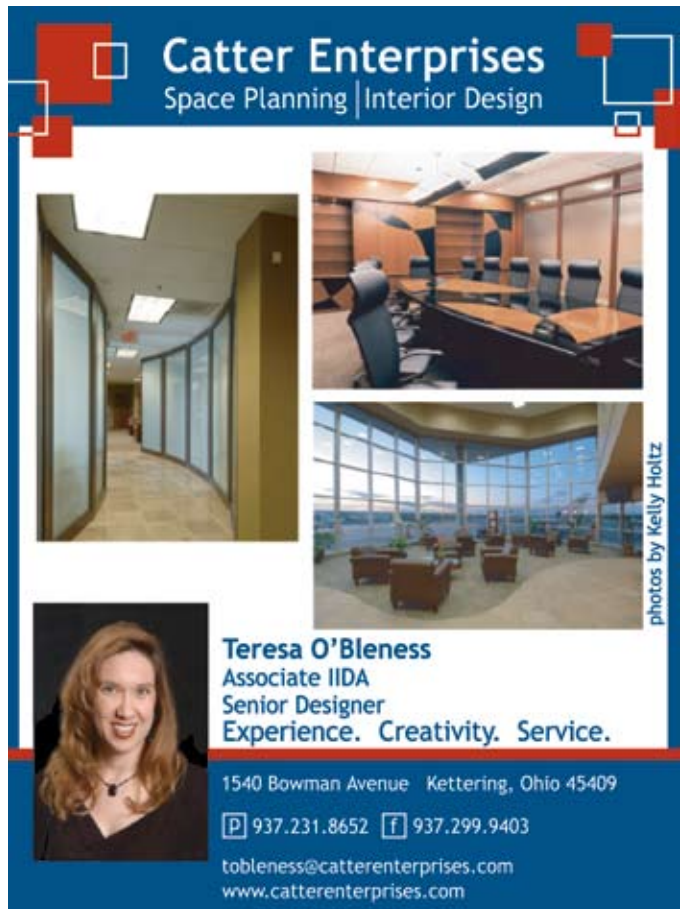
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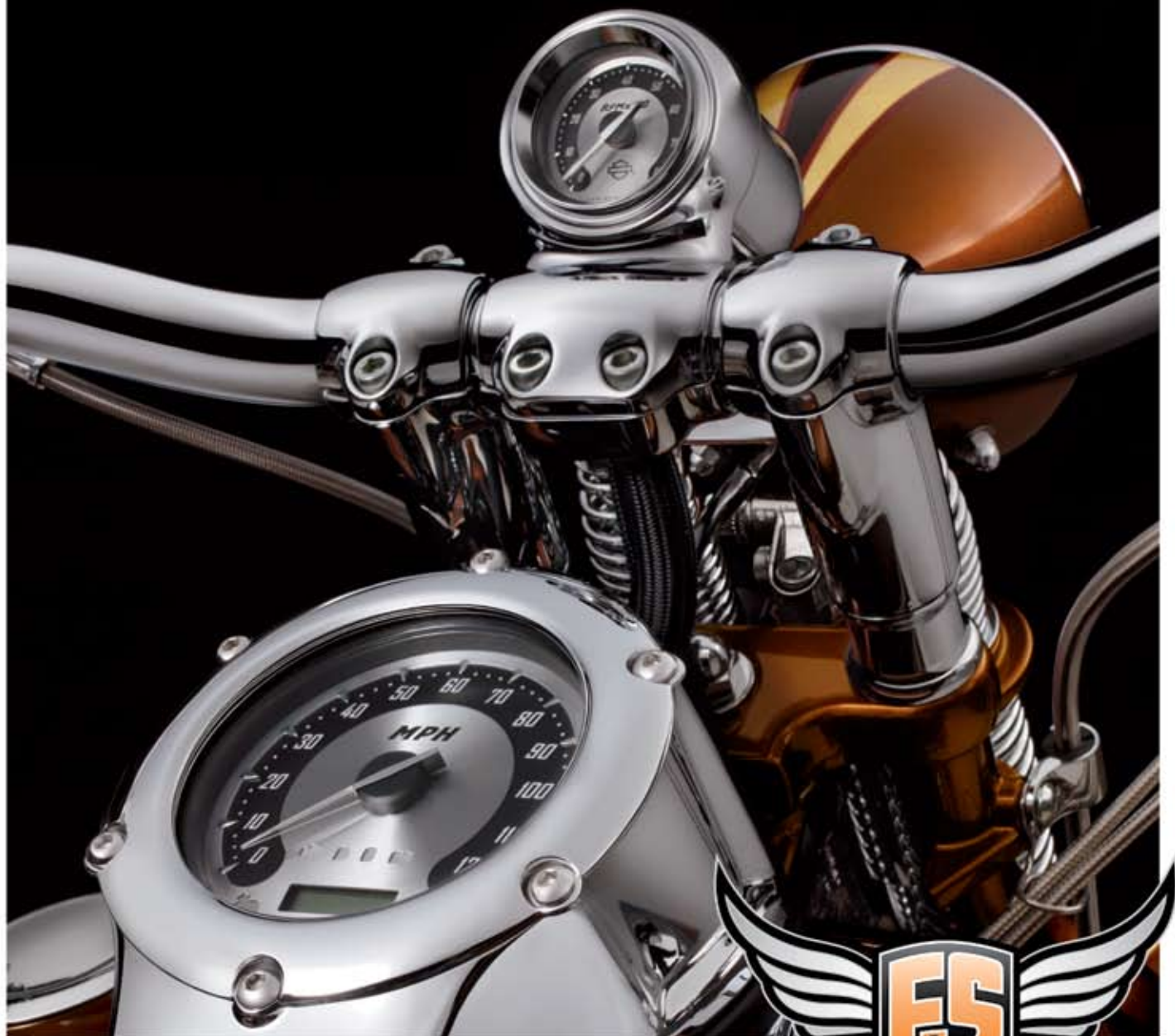
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## ABOUT AT&T

*AT&T Inc. (NYSE:T) is a premier communications holding company. Its subsidiaries and affiliates, AT&T operating companies, are the providers of AT&T services in the United States and around the world. Among their offerings are the world's most advanced IP-based business communications services and the nation's leading wireless, high speed Internet access and voice services.*


*AT&T serves 70.1 million wireless customers, more than any other U.S. wireless service provider. AT&T is the exclusive provider of service for the Apple iPhone and the largest provider of BlackBerry service in the world. Also, AT&T provides Wi-Fi access at more than 57,000 locations in more than 85 countries worldwide (including both company-owned and third-party roaming locations) as of the third quarter of 2007.*

*(continued on page 08)*



Jeannie Weaver, AT&T Vice President and General Manager for Small Business in the Midwest





AT&T's come a long way in 132 years by supporting a portfolio of wireless devices including iPhone, BlackBerry and MP3 technology for a whole new lifestyle.

# The FUTURE Is Now With AT&T Technology

## A HISTORY OF SUCCESS IS THE FOUNDATION FOR INDUSTRY-LEADING TECHNOLOGY

For decades – it seemed forever – AT&T was an icon of U.S. business, as durable as the instrument of communication it invented, manufactured and marketed. What could be simpler – and more reliable – than the telephone? It was the symbol of progress and innovation that has been the hallmark of the company for 132 years.

Today, AT&T is continuing to develop new products and services in an explosive competitive communications marketplace. As of October 2007, AT&T Ohio employed 10,500 people while investing more than \$454 million in its networks. The new AT&T, with its slogan “Your World Delivered,” has retail stores in the area at The Greene and Fairfield Commons in Beavercreek and in Centerville and Springfield, where products such as the popular new iPhone are sold.

“From the telephone to the iPhone, AT&T’s legacy and daily business is to deliver industry-leading technology that allows our customers and businesses to connect everywhere they work and live,” said Jeannie Weaver, a Zanesville, Ohio native who joined AT&T in 1995.

“For our small business customers, we are taking enterprise products and services that enable major brands to conduct global business, and offering the same technology that lets small businesses operate successfully in competitive markets.”

Weaver holds the position of AT&T’s vice president and general manager for small business in the Midwest, which includes wired operations in Illinois, Indiana, Wisconsin, Michigan and Ohio. Weaver’s operational philosophy, “*WIIN*,” is simple. The 34-year-old leader describes it with enthusiasm: “*W* is that you have to Want it,” she said. “*I* is for Integrity.” The second *I* is for Inspection. *N* is for “No excuses. Successful people find a way to get it done.” And it’s that winning philosophy that is allowing Dayton-area businesses to experience some innovative products.

## NEW INITIATIVES FROM AT&T HELP SMALL BUSINESSES

In a recent discussion, Weaver eagerly describes some leading initiatives by AT&T with its small business customers. **IP Flex Reach**, introduced in the spring of 2006, enables a small business to upgrade to a Voice over Internet Protocol (VoIP) system used by global businesses, using current analog systems. Transmitting information over an advanced network, VoIP reduces costs by combining voice and data over a single IP

connection and maximizes bandwidth usage over existing networks. And with just a click of a mouse on the IP Flex Reach online portal, at any time small business owners can choose to have six to 46 active voice lines, depending on need.

“This service enhances Dayton small businesses’ competitive edge in their respective markets,” said Weaver. “With its many features and flexibility in service options, IP Flex Reach is especially perfect for a lawn care, travel or retail businesses, where there may be spikes of activity or busy seasons.”

Another innovative AT&T product in the security space is **Remote Vault**, a convenient, hassle-free online PC backup service that reduces the risk of data loss. Taking the worry away from small business owners, vital business data is encrypted and stored at one of AT&T’s remote data centers, secured from loss by natural disaster, computer viruses and accidental deletion.

“Remote Vault’s behind-the-scenes backup and threat protection keeps hackers out and customer information only a few safe clicks away,” said Weaver, mentioning all stored data is easily accessible at anytime to business owners, employees and those with

(continued on page 08)



(continued from page 07)

With more than 62.9 million voice lines in service, AT&T is the leading U.S. provider of wireline voice services. And, as of the third quarter of 2007, AT&T has 13.8 million broadband lines in service, serving more customers than any other U.S. broadband provider. J.D. Power & Associates ranked AT&T voice services highest in customer satisfaction for local telephone service among small and midsize business customers, according to its 2007 Major Provider Business Telecommunications Voice Services Study<sup>SM</sup>.

In domestic markets, AT&T is also known for the directory publishing and advertising sales leadership of its Yellow Pages and YELLOW-PAGES.COM organizations. More than 1,250 AT&T Yellow Pages titles are referenced more than 4 billion times annually, providing unsurpassed visibility for small business owners.

The AT&T brand is licensed to innovators in such fields as communications equipment. As part of its three-screen integration strategy, AT&T is expanding its TV entertainment offerings. Additional information about AT&T Inc. and the products and services provided by AT&T subsidiaries and affiliates is available at <http://www.att.com>. — ■



Business owners today say they would find it hard to survive without wireless technology. AT&T offers support and innovation for this ever-growing method of conducting business.

the password. "Our products are not only innovative, but they also are the most customer-friendly. Remote Vault requires no additional hardware or advanced technical knowledge, and offers unlimited storage capacity with customizable requirements."

In a recent national survey of small businesses conducted by AT&T, 65 percent of small business owners felt it was extremely important to recover business data, though nearly one in ten (9 percent) is unaware or did not back up the data from natural or man-made threats. Of those businesses who did not back up their data, 63 percent said they did not see it as an issue.

#### WIRELESS IS NOW A WAY OF LIFE FOR BIG AND SMALL BUSINESSES

AT&T's recent national survey of small businesses also revealed that more than four out of ten (42 percent) small business owners said they would find it hard to survive without wireless technology. According to Weaver, one of AT&T's most innovative offers and competitive edges is its ability to provide leading wireless products and services bundled with its other products.

"It's a usage trend that's only growing. More than half of the small businesses we surveyed said they use wireless technology more today than they did two years ago. An even greater number said they will use wireless technology even more two years from now," said Weaver.

Weaver contributes this high demand for wireless innovation to the growing demands placed upon small business owners. Balancing life, work and possibly multiple office locations, wireless technology allows Dayton small business owners and those across the country to conduct business while watching a child's baseball game or driving to an important appointment.

"It's more than the iPhone, BlackBerrys or our great portfolio of wireless devices," said Weaver. "AT&T's innovation is the byproduct of our daily commitment to listening to our customers and their needs. We want to provide our small business customers in Dayton and around the country the same capabilities and possibilities as America's Fortune 500 companies."

#### AT&T LISTENS

Innovation, of course, is not new for the company that invented the telephone, the cell phone and MP3 music technology. And today it is offering its many advanced products to 290 million people on the nation's largest integrated GSM network, and the largest national high speed wireless data network covering more than 275 million people.

"Whether you're a small business owner in Dayton or any other city throughout the United States, AT&T is there to provide you with all the communication products and services you need to work competitively," said Weaver. "And we're not stopping there — every day we're listening to your needs and turning them into another innovative AT&T product or service." — ■

*Together, we'll push the possibilities - so you can profit.*



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# South Central Ohio MINORITY Business Council Celebrates

*November 16, 2007 was a night to remember as the South Central Ohio Minority Business Council celebrated 35 years of sowing, cultivating and harvesting success at its Annual Awards Gala and Silent Auction.*



Awards Gala presenter Al Wofford, President and CEO of CDO Technologies, Inc. and DACC Board Member.

This year's event, hosted at the Hyatt Regency in Cincinnati, was co-chaired by Don Becker of The Kroger Company and Dayton's own Al Wofford of CDO Technologies. The evening kicked off with the VIP Reception. The VIP Reception is an opportunity for MBEs to meet face to face with C-Suite executives of our member corporations. The guest list read like a who's who of supplier diversity including AK Steel, Avon, Cardinal Health, Cintas Corp., Duke Energy, Enerfab, Fifth Third, Johnson Controls, Inc., The Kroger Company, Luxottica Retail, Macy's, Nationwide, NCR Corporation, The Procter & Gamble Company,

Toyota Motor Engineering & Manufacturing, NA and Turner Construction. If you missed this year's VIP Reception, you certainly missed a treat.

Following the VIP Reception, staff and volunteers greeted guests at the Opening Reception and Silent Auction. 2007's Silent Auction was incredible with a record number of items donated. Items ranged from ipods to airline tickets to gift cards to sports memorabilia. We had an outpouring of donations and SCOMBC would like to thank all of our generous contributors. The highlight of the evening began immediately after the silent auction. Guests were guided to the grand ballroom for the dinner and awards portion of the evening. Dr. Randal D. Pinkett, Founder, Chairman and CEO of BCT Partners and the Season 4 Winner of NBC's "The Apprentice" inspired the crowd to come together and help "build wealth". Frederic Yonnet, jazz harmonicist, wowed the audience with harmonious sounds and melodies.

This year, the council introduced three new awards including the Trailblazer Award, The Legacy Award and the MBE Emerging Business of the Year. The council would like to congratulate all of this year's winners:

*2007 MBE of the Year-Class 1*  
— **Norcom Ventures, Inc.**  
**dba Creative Shapes**

*2007 MBE of the Year-Class 2*  
— **Three Leaf Productions**

*2007 MBE of the Year-Class 3*  
— **Corbus LLC.**

*2007 MBE of the Year-Class 4*

— **Validex**

*2007 MBE Legacy Award-Class 1*

— **d.e. Foxx & Associates, Inc.**

*2007 MBE Legacy Award-Class 2*

— **TechSoft Systems, Inc.**

*2007 Emerging MBE of the Year*

— **The Voice of Your Customer**

*2007 Trailblazer Toward Excellence*

— **Ohio Health**

*2007 Corporation of the Year*

— **The Procter & Gamble Company**

The night ended with a positive message from Interim President, Jennifer Thornton, who encouraged all in attendance to continue to sow the seeds, cultivate relationships and harvest connections. By staying the course, we will be set on the "Pathways to Success".

The Gala was a tremendous success and attendance numbers reflected as such. Many Dayton corporations were part of the night including Soin International, Corbus LLC, Dayton Power and Light, NCR Corporation, Standard Register, Delphi, Hightower Petroleum, CDO Technologies, Valu-Tech, Hooven-Dayton, Premiere Health Partners and the Dayton Area Chamber of Commerce.

Special thanks to the sponsors who made it all possible. Our 2007 Gala Sponsors included: Nationwide, NCR Corporation, The Procter & Gamble Company, Toyota Motor Engineering & Manufacturing NA, Inc., The MATLET Group, CDO Technologies and Valu-Tech, Cardinal Health, Ameridian Specialty Services, Inc., Johnson Controls, Inc., AK Steel, RCF, LLC, The Kroger Company, US Bank, American Electric Power, Cincinnati Reds, Limited Brands, Health Alliance of Greater Cincinnati, TechSoft Systems, Inc., Turner Construction, Cintas, National City, Cincinnati Bell, Time Warner, International Truck & Engine, Ohio Lottery, MJB Consultants, Inc., Wendy's International, de Foxx, PNC Bank, NEYRA Paving and State-Wide Delivery Services. — ■

*The Dayton Chamber is a longtime supporter of SCOMBC and its predecessor The Dayton Regional Minority Supplier Development Council.*





## TODAY'S U.S. WORKFORCE AND WORKPLACE ARE IN TRANSITION —

*In Families and Work Institute's (FWI) nationally representative study of the U.S. workforce, the National Study of the Changing Workforce, we find dramatic changes over the past 25 years. To begin, the workforce is aging. In 1977, just over a third of the workforce (38%) was over 40 years old; today, more than half (56%) is. Women today play an increasingly vital role, making up nearly half of the wage and salaried workforce. In addition, work hours for many employees are climbing and jobs have become more hectic and demanding. Life at home has also changed with an increase in the number of dual-earner couples in the workplace (from 66% of couples in 1977 to 78% today), which has created pressure among working families. It is no wonder that 55% of employees feel they don't have enough time for themselves, 63% feel they don't have enough time for their spouses or partners and 67% feel they don't have enough time for their children.*

*Repercussions of these trends are being experienced by employers as well. FWI data reveal that 39% of employees are not fully engaged in their jobs, 54% are less than fully satisfied with their jobs and 38% are somewhat or very likely to make a concerted effort to find a new job in the coming year.*

*To answer these challenges employers have found that flexible workplaces help them recruit talent, engage and retain workers, and ultimately maximize productivity.*



Flexible workplaces help employers engage and retain workers to ultimately maximize productivity.

Dramatic changes in the workforce affect families, most often in the amount of quality time they can spend together.



# How FLEXIBLE Is Your Business?

HIGHLIGHT

STRATEGIC PRIORITY

## WHAT IS FLEXIBILITY?

Flexibility is a way to define how and when work gets done and how careers are organized. It is a critical ingredient to overall workplace effectiveness. Companies use it as a tool for improving recruitment and retention, for managing workload, and for responding to employee diversity.

Below are some of the key options in workplace flexibility:

- » **Traditional flextime** allows employees to select their starting and quitting times within a range of hours surrounding core-operating hours.
- » **Daily flextime** allows employees to select their starting and quitting times within a range of hours, typically surrounding core-operating hours, on a daily basis.
- » **A compressed work week** enables employees to work their allotted hours over fewer days – such as 10 hours per day over 4 days, or 80 hours over 9 days, rather than 8 hours per day over 5 days. Some companies offer “summer hours” by adding an hour to workdays Monday through Thursday, and ending work at 1:00 pm on Fridays, or similar arrangements.

» **Part-time work** means working part days, five days per week or working full days, but fewer than five days per week. Job sharing, where two employees share one full-time job with its pro-rated salary and benefits, is also a form of part-time work.

» **Part-year work** means working reduced hours on an annual basis, rather than a daily or weekly basis – for example, working full-time during the school year and then taking a block of time off during the summer.

## » Flex-Leaves

*Time off during the workday to address personal and family issues* includes time off for anticipated issues (a parent-teacher conference) or unanticipated issues (waiting for a plumber to fix a broken pipe).

*Time off for personal illness* allows employees paid time off when they are ill.

*Paid time off to care for children* involves being allowed to take a few days off to care for a sick child without losing pay or without having to make up some other reason for one's absence.

*Parental Leave* is planned time off for mothers and fathers for the birth, adoption, or care of a foster child.

» **Flex-Careers** include multiple points for entry, exit, and re-entry over the course of one career or working life, including formal leaves and sabbaticals, as well as taking time out of the paid labor market, with the ability to re-enter.

» **Flex-Place** is defined as working some or most of one's regularly scheduled hours at a location other than the main location of one's employer. It includes primary and occasional arrangements.

## WHY IS FLEXIBILITY IMPORTANT TO BUSINESS?

### To attract talent

» The U.S. Department of Labor reports that our labor force is growing less than 1 percent annually, and the number of available workers between 25 and 44 will actually shrink between now and 2009. The need for qualified people forces companies to rethink their recruitment efforts, productivity incentives, benefit plans, work schedules and work processes, most of which were designed for a different generation of workers with different lifestyles and working conditions.

» Advances in technology alone demand that we rethink how we connect with people, organize teams and how we measure work performance when people work from home.

(continued on page 12)





Paid time off to care for children involves being allowed to take a few days off to care for the sick child without losing pay.

### To retain valued employees

- » Turnover is expensive, especially in this labor market. The Saratoga Institute found that it costs 150 to 200 percent of an exempt person's yearly salary to replace him or her.
- » In a 1998 Watson Wyatt survey of 614 companies, flexibility was ranked by half of the companies as their most effective retention tool, better than above-market salaries, stock options or training.
- » Aetna found that its family leave program increased retention of the highest performers.

**Flexibility** is a vital component in attracting and retaining valued employees.



After extending the length of maternity leave, 91 percent of women returned to work following a maternity leave, while only 77 percent of women were retained after leave when the leave period was shorter.

- » Royal Bank Financial Group reported that flexible work arrangements not only supported their work-life and diversity efforts, but it also improved business performance, enhanced customer service, reduced expenses, and positioned the company as a desirable employer.

### To raise morale and job satisfaction

- » There are clear links between job satisfaction and turnover. A Sears study has linked employee satisfaction with customer retention. Their work with the University of Michigan Business School found that if employee satisfaction were to improve by five points, there would be a predictable improvement in customer satisfaction of two points, and in the quarter after that, revenues would grow by 1.6 percent.

### To improve productivity

- » A survey by CCH Inc., a provider of human resources and employment law information, revealed the hidden costs of unscheduled absences, which is about \$1.5 million for large companies. They

also found that instead of illness, family issues are now the most often cited reason for taking time off. Other non-sickness reasons cited are stress and personal demands.

- » According to a study by Metropolitan Life Insurance, the National Alliance for Care giving and AARP, it costs American business \$29 billion or \$1,141 per employee per year, when employees are unable to get the support they need for their elderly dependents.

### To reduce stress or burnout

- » A DuPont study concluded that workers who used their work-life and flexibility programs were more committed and less "burned out" than those who did not use any of the programs.
- » All forms of stress have been found to lead to other problems that affect productivity and are potentially costly to business. Employees who feel burned out tend to have less commitment and focus or may leave the company. Half of all workers surveyed said job stress and burnout had reduced their productivity. Of those reporting "severe" stress, 59 percent wanted to quit and 55 percent said they became ill more frequently.

### WHAT ARE PRINCIPLES OF FLEXIBILITY USED BY COMPANIES?

- » Flexibility is a management tool that can help get the job done, not an employee perk or accommodation.
- » Flexibility can be used by employees in a range of jobs or levels.
- » Employees' reasons for wanting flexibility should not matter, unless covered by law.
- » Not everyone wants flexible arrangements.
- » Not everyone can have flexible work arrangements.
- » Flexibility should be applied creatively.
- » Flexibility works best when the work unit and customers are involved.
- » Flexible work arrangements can be temporary or permanent.

## WHAT ARE THE STEPS TO IMPLEMENTATION?

A company needs to decide the scope of flexibility it plans to allow. No matter how formal or informal the flexible work options will be, most companies implement flexibility by following a similar process:

### 1. Develop the business case

Know what problem you hope to address by increasing flexibility. It is helpful to look at comparable companies and their experiences with flexibility so that you can provide evidence about what the companies you benchmark yourself against are doing and how these efforts have succeeded. It is also useful to conduct internal studies diagnosing flexibility as a business problem-solver.

### 2. Review your own company's experience

Review any existing programs or policies to see how well they are working, and what needs improving. Identify employees currently using flexible work policies and talk with them to assess their experiences. Find supervisors who can serve as role models and champions to play leadership roles in the creation and implementation process. You may also want to consider creating a task force to consider options and create a plan. If so, make sure that the task force includes individuals who are well respected and whose opinions carry weight in your company.

### 3. Define policies and practices

Determine which flexible work options you will create or improve and how they are to be negotiated and reviewed. It is often a good idea to try out or pilot some of the new options to see how they work before fully implementing them.

### 4. Create tools and resources

Provide employees and supervisors with examples of how to think through their options.

### 5. Help supervisors learn to manage flexibility

Flexibility doesn't work in all types of jobs or for all individuals. Supervisors need help with learning new ways of managing, including how to problem-solve and look for win-win solutions. They also have to be comfortable with the discretion they have, including when and how to say "no."

Providing individuals whom employees and supervisors can turn to in order to resolve problems is important.

If your company has training programs, include managing flexibly as a part of your existing training program. Web-based tools, briefing sessions, along with coaches can also help with implementation.

### 6. Communicate

Make sure all employees and supervisors are familiar with the company's stance on flexibility and the implementation process to be sure it will work.

### 7. Evaluate usage and effectiveness

Plan to review how flexible work options are working for the employee, for the supervisor and the work group. Align job performance measures with new workplace flexibility options.

### 8. Highlight success stories

In newsletters, on bulletin boards, or in on-line databases, collect and disseminate examples of successful flexible work options for others to learn from.

Achieving successful, equitable flexibility is a shared responsibility, a partnership. It requires the company to develop and communicate clear organizational policies and guidelines. It requires managers to be knowledgeable about policies and promote flexibility to help get the work done. It also requires employees to consider the needs of the job, coworkers, customers, and the company when proposing flexible work strategies. Only then, can flexibility positively impact workplace effectiveness and the bottom line.

To assist area businesses in the Dayton region the Dayton Area Chamber of Commerce will be promoting the When Work Works project and the Alfred P. Sloan Award in 2008. The purpose of When Work Works is to highlight the importance of workforce effectiveness and workplace flexibility as strategies to enhance businesses' competitive advantage in the global economy and to help both employers and employees succeed.

For more information please visit [www.whenworkworks.org](http://www.whenworkworks.org), our website at [www.daytonchamber.org](http://www.daytonchamber.org) or call the DACC Workforce Department @ 937-226-8258. — ■

## ALFRED P. SLOAN AWARDS FOR BUSINESS EXCELLENCE IN WORKPLACE FLEXIBILITY

*The Dayton Area Chamber of Commerce has been selected by the U.S. Chamber of Commerce, Families and Work Institute; the Institute for a Competitive Workforce, an affiliate of the U.S. Chamber of Commerce, and the Twiga Foundation to bring the When Work Works Initiative and the Alfred P. Sloan Award to the Dayton region. This nationwide initiative has been designed to share research and best practices on what makes work "work" in the 21st Century.*

*Applications are now open for the 2008 Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility! This prestigious award recognizes employers that are successfully using flexibility to meet both business and employee goals. The application process is very easy and is open to organizations of all types and sizes. For more information or to apply, visit [whenworkworks.org](http://whenworkworks.org).*





*Annually, the Chamber's Research Advisory Committee meets to discuss the current economic status of the nation, the region, key industry sectors, challenges and opportunities to forecast for the coming year.*

The 2008 Dayton Region Economic Outlook is a compilation of the opinions and expertise of the Research Advisory Committee. In 2006 the U.S. economy expanded at a healthy rate. Overall, real (inflation adjusted) Gross Domestic Product (GDP) growth measured 2.9 percent in 2006. GDP growth slowed significantly in the first quarter of 2007 but recovered in the second quarter, posting real GDP growth of 3.8 percent. The preliminary estimate for the third quarter registered even higher growth of 4.9 percent.

But headwinds arose in 2006 that turned into major economic concerns in 2007 – namely, the correction in the housing market.

In late 2006, many economists were forecasting that the housing market would begin to recover at some point over the course of 2007. This logic runs contrary to past downturns in the housing market where recovery was not seen for an average period of three to five years. The current downturn

began around mid 2005, so according to past experience we could theoretically see this contraction in the market continue anywhere from one to three additional years.

One positive driver that may help bolster growth in the coming year is the declining value of the dollar. While the general population may view this as a negative, many economists believe that this could be advantageous to our economy at the moment. With the price of American-made goods declining and the world economy growing, economic theory would suggest that this will create greater demand for U.S. exports, which could work to offset some of the drag caused by the housing market and rising fuel costs.

With these factors being taken into account, we expect growth nationally to still be slightly below trend for 2008 with recession unlikely. That being said, there will still be growth and we forecast that real GDP growth to be 2.25% - 2.5% in the coming year.

When it comes to the Dayton area, net job loss associated with the manufacturing sector often overshadows the fact that employment

growth does exist in industries within this region. Industry sectors such as Education/Health Services, Finance, Hospitality and Leisure, Information and Defense and Construction have all seen growth and are the future economy for the Dayton region. This region is in a time of transition, moving away from commodity manufacturing/goods producing industries into the high tech/service producing industries. As we move further along in this transition, new economic opportunities will present themselves and our economy will grow stronger. (See the pie chart above.)

Industries we feel that are poised for growth in 2008 are as follows...

#### » Commercial Construction

The commercial market in the Dayton region performed well in 2007. Most of that building was attributable to healthcare, education and institutional building associated with Wright Patterson Air Force Base contractors utilizing more off-base space. With Base construction for the coming year expected to be almost 1/4 billion dollars, major office and retail developments scheduled to break ground and transportation infrastructure improvements underway, we expect the commercial construction market to continue to grow.

Are we poised  
for growth or recession  
in 2008's Economic Outlook?  
The experts say...



# 2008 ECONOMIC Outlook For Our Region

UPDATE

ECONOMIC DEVELOPMENT

## » Health Services

Health Services employment has grown steadily over the past 10 years, growing by over 10,000 jobs and now representing one of the largest concentrations of employment in the region.

Health Services is expected to continue to grow throughout 2008, particularly the nursing sector, due in part to an aging population and providers moving away from single centralized service centers to more mobile points of service. The Health

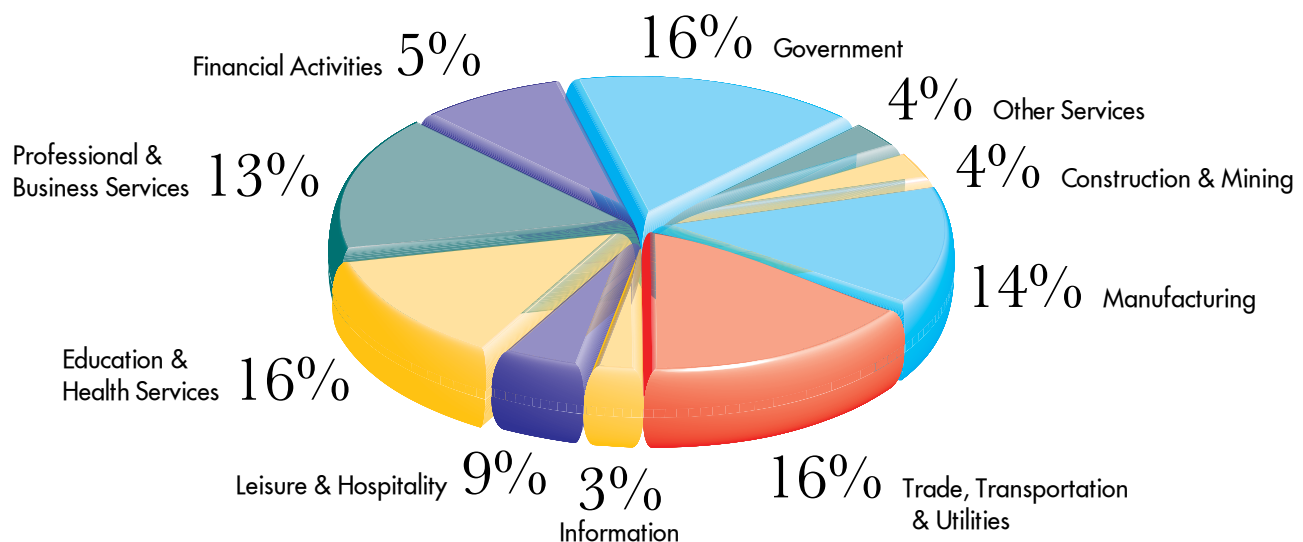
Services sector is anticipated to generate a significant number of new jobs in the region and is an important economic engine in today's economy.

## » Professional and Business Services

While this sector's growth is often closely tied with business growth in general, we may see some growth over the coming year attributable to the BRAC wins and significant Air Force Base development.

Historically, our region has weathered many storms and learned lessons each time on how to be more adaptive and open to market changes. We are going through one of those particular periods of change right now. But we have many precious assets to call upon in order to make that transition. We, as a community, must continue to progress through this time of transition, recognize those opportunities that present themselves and capitalize on them. — ■

## Dayton Metropolitan Statistical Area Employment By Industry





# INDUSTRY Snapshot

## MANUFACTURING

### Leading Regional Employers

COMPANY	EMPLOYMENT	LOCATION
Delphi.....	5,500.....	Dayton
General Motors.....	4,000.....	Moraine
AK Steel.....	3,000.....	Middletown
Honda America.....	2,800.....	Anna
Behr Dayton Thermal Products .....	1,800.....	Dayton
Dayton Superior Corporation .....	1,800.....	Dayton
International Truck and Engine .....	1,300.....	Springfield
DMAX, Ltd. ....	1,200.....	Moraine
Green Tokai Company .....	800.....	Brookville
Paxar Americas .....	770.....	Miamisburg

### Regional Profile Of Manufacturing

INDUSTRY	EMPLOYEES	ESTABLISHMENTS
Food.....	58,432 .....	1,335
Transportation Equipment.....	14,666 .....	77
Machinery.....	10,125 .....	248
Fabricated Metal Product.....	7,109 .....	326
Plastics and Rubber Products .....	4,374 .....	72
Printing and Related Support Activities.....	3,727 .....	132
Computer and Electronic Product.....	3,604 .....	61
Miscellaneous .....	1,686 .....	87
Beverage and Tobacco Product .....	1,682 .....	52
Electrical Equipment and Appliance .....	1,642 .....	37
Paper .....	1,290 .....	28
Chemical.....	1,159 .....	41
Primary Metal Manufacturing .....	1,143 .....	28
Furniture and Related Product.....	1,079 .....	45
Nonmetallic Mineral Products.....	1,039 .....	35
Apparel.....	529 .....	13
Wood Product .....	517 .....	31

### Wage Rates For Manufacturing Occupations

DESCRIPTION	EMPLOYMENT	HOURLY	ANNUAL
Machinists .....	2,490.....	\$17.19 .....	\$35,755.00
Inspectors, Testers, Sorters, Samplers and Weighers.....	2,250.....	\$17.46 .....	\$36,317.00
Tool and Die Makers .....	1,260.....	\$21.78 .....	\$45,302.00
Welders, Cutters, Solderers and Blazers .....	1,130.....	\$15.06 .....	\$31,325.00
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators and Tenders .....	740.....	\$15.56 .....	\$32,365.00
Heat Treating Equipment Setters, Operators and Tenders, Metal and Plastic.....	180.....	\$16.86 .....	\$35,069.00
Grinding, Polishing Workers, Hand.....	130.....	\$11.03 .....	\$22,942.00

### Industry Support

- Dayton Tooling & Machining Association  
[www.dtma.org](http://www.dtma.org)
- Edison Materials Technology Center  
[www.emtec.org](http://www.emtec.org)
- TechSolve  
[www.techsolve.org](http://www.techsolve.org)
- Advanced Integrated Manufacturing Center  
[www.aimcenter.org](http://www.aimcenter.org)
- National Composite Center  
[www.compositecenter.org](http://www.compositecenter.org)
- University of Dayton Research Institute  
[www.udri.udayton.edu/](http://www.udri.udayton.edu/)

# INDUSTRY Snapshot

## LOGISTICS



### Regional Profile Of Logistics

DESCRIPTION	EMPLOYEES	ESTABLISHMENTS
Transportation and Warehousing .....	12,100	530
Truck Transportation.....	4,737	250
General Freight Trucking.....	3,373	161
General Freight Trucking, Long Distance.....	2,707	83
Freight Transportation Arrangement.....	1,415	31
Couriers and Messengers .....	1,305	41
Warehousing and Storage .....	1,104	40
Specialized Freight Trucking.....	996	89
General Freight Trucking, Local .....	967	78
Scheduled Air Transportation .....	776	12
Support Activities for Air Transportation .....	477	24
Support Activities for Road Transportation.....	388	29
Transit and Ground Passenger Transportation..	336	25

### Leading Regional Employers

COMPANY	EMPLOYMENT	LOCATION
United States Postal Service.....	2,000	Dayton
Cornerstone CSG .....	910	West Chester
Greater Dayton Regional Transportation Authority .....	680	Dayton
Elano Corporation .....	550	Dayton
DHL, Inc.....	500	Wilmington
ABF Freight System, Inc. ....	300	Dayton
US Xpress, Inc. ....	360	Vandalia
FedEx .....	305	Dayton
Winton Transportation, Inc. ....	200	Fairfield
Lesaint Logistics, Inc.....	270	Dayton

### Wage Rates For Manufacturing Occupations

DESCRIPTION	EMPLOYMENT	HOURLY	ANNUAL
Laborers and Freight, Stock and Material Movers, Hand.....	7,650	\$11.51	\$23,941.00
Truck Drivers, Heavy and Tractor-Trailer .....	4,350	\$17.77	\$36,962.00
Packers and Packagers, Hand .....	3,050	\$8.71	\$18,117.00
Shipping, Receiving and Traffic Clerks.....	2,960	\$12.66	\$26,333.00
Truck Drivers, Light or Delivery.....	2,610	\$14.95	\$31,096.00
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle .....	520	\$24.94	\$51,875.00
Transportation, Storage and Distribution Managers.....	150	\$34.46	\$71,677.00
Aircraft Cargo Handling Supervisors .....	30	\$21.62	\$44,970.00

### Industry Support

- **Dayton Area Chamber of Commerce**  
[www.daytonchamber.org](http://www.daytonchamber.org)
- **Montgomery County Transportation Improvement District**  
contact: [sstanley@mctid.org](mailto:sstanley@mctid.org)
- **Dayton International Airport**  
[www.flydayton.com](http://www.flydayton.com)
- **Miami Valley Regional Planning Commission**  
[www.mvrpc.org](http://www.mvrpc.org)
- **Ohio Department of Transportation**  
[www.dot.state.oh.us](http://www.dot.state.oh.us)



# PROFILES In Leadership

*Beginning with this issue, FOCUS Magazine will be profiling Leadership Dayton graduates and what has most shaped their lives. Angela Clements, a native Daytonian and Dayton Public Schools graduate, is the perfect person to kick off our Leadership Dayton profile series.*

By Toni Bankston, Editor [tbankston@dacc.org](mailto:tbankston@dacc.org)

## SPOTLIGHT: ANGELA CLEMENTS — LEADERSHIP DAYTON CLASS OF 2005

Two of the greatest influences on Angela Clements' life have been her parents. She vividly recalls being a young girl attending Catholic elementary school because her parents wanted to provide her a quality education. Clements' father was a tool maker for GH&R and her mother was a stay at home mom, who routinely shuttled Angela and her friends to different activities and events. Clements remembers a strict household where everything played second to Angela's education. Early on Clements' father taught his daughter to be bold and determined about her goals in life, he would say, "When you go to college, not *if* you go." It was there that her parents were the first to teach her that anything was possible. Angela's parents taught her that an important part of leadership is follow-through and real change is a gradual process.

With this upbringing it was perhaps inevitable that Clements would herself be interested in the non-profit world. She participated in various causes during high school and graduated at the top of her University of Cincinnati class. However, it wasn't until she began her professional

career at Battelle & Battelle did she get exposure to the world of non-profits. Her work as a public accountant was eye opening. Most of the non-profits that Clements worked with had impressive mission statements, however, lack of ample funding prevented most from accomplishing their goals.

Clements joined The Dayton Foundation in 2003 as the Legacy Partnership Development Officer. In this role, she helps Miami Valley not-for-profit organizations establish or build endowment programs through the Foundation to ensure the long-term stability of services and programs in the community. In a nut shell, Angela instructs companies and individuals on how to leave area non-profits a lasting gift or a legacy. To date Clements oversees 30 philanthropic gift programs that will someday be worth nearly \$5,000,000 in planned giving. According to Angela, one of the perks of the job is meeting interesting people in the Dayton community who have a sincere desire to make a difference in the lives of their fellow neighbors.



Angela Clements  
Leadership Dayton Class of 2005

Entering the Leadership Dayton Program in 2005 helped to cement Clements' strong belief in education and the need for community leaders. One of her best memories of the 11 month program was Diversity Day. According to Clements, like her, many of the participants' ideologies and belief systems were formed very early in their lives. Exposing and expelling some of the stereotypes among the class allowed everyone to see past their own limitations and grow from others' experiences.

After talking to Angela for almost 2 hours I concluded with this question, "What makes someone a leader?" "Everyone is a leader," Angela says. "Everyone has something to learn and to teach. Everyone holds a piece of the truth and has an obligation to share it." I couldn't agree more.



## WE ARE STILL LOOKING FOR A FEW GREAT LEADERS!

Since 1976 the Leadership Dayton Program has been identifying, educating, and motivating leaders and increasing their capacity to serve in the Dayton region. Leadership Dayton is seeking both professional men and women from all backgrounds who are committed to improving the lives of residents and businesses in the area.

Applications are currently being accepted at [www.leadershipdayton.org](http://www.leadershipdayton.org). For more information about the program contact Stephanie Yenn at 226-8256. — ■

# TEAM Montgomery County

*In January of 2007, newly elected Commissioners Judy Dodge and Dan Foley joined incumbent Debbie Lieberman on the Montgomery County Commission. This is the first in a series of community reports to the Chamber membership by Team Montgomery County.*

From the very beginning, we understood that this Commission could not conduct business as usual. The emerging global economy and its impact on the lives of our citizens required leadership, innovation and a willingness to try new approaches, possibly fail, and try again. Our resolve has not been made easy by the fiscal reality that our County, for the first time in decades, is facing a protracted decline in revenue.

This means that we will be required to trim expenses to balance the budget and at the same time make strategic investments in the future. It also requires that we work together as a team and strive to collaborate with other elected officials throughout the community.

From this belief, we formed Team Montgomery County and worked to identify a single set of strategic initiatives that we, and our community partners, could all agree upon. After considerable discussion, we settled upon the following strategic areas:

- Human Services Safety Net
- Economic Development
- Quality of Life
- Regional Collaboration
- Operational Efficiency

*(continued on page 20)*



Montgomery County Commissioners; (Left to right) Dan Foley, Debbie Lieberman, and Judy Dodge.

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The largest success of 2007 was the passage of the human services levy, which was the immediate objective for the Human Services Safety Net. With the help of many of you this objective has been achieved. We have also made significant progress reducing homelessness with the opening of River Commons and identifying potential creative solutions to providing health care coverage to every citizen.

Our economic development strategy includes the continued push for recruitment of new business into the county by supporting regional strategies led by the Dayton Development Coalition focusing on business growth in IT, advanced materials and manufacturing, human sciences and aerospace research. Just as important is the creation of employment opportunities for our displaced workers by restructuring the County's Workforce Investment Board into industry sector teams to ensure a trained workforce to fill future jobs.

Likewise, we are expanding the County's Business First! Program in neighboring

counties which link businesses to resources they might need to grow and thrive. We have committed to continuing the ED/GE program and to support developments around Austin Road, the Airport, and Downtown.

If we are going to be successful in re-inventing our economy, Dayton must become a place where the creative class wishes to live and work. As a first step, the County Commission set aside funding for our nationally recognized art organizations through the remainder of the decade. We also embarked upon three initiatives. One focused on attracting youth and sporting events, another to color Montgomery County "green", and yet another to better utilize the river corridor and bikeways. Improving the quality of life is likely to take us in many directions as we strive to provide a place for a diverse population.

Regional collaboration is likely our most challenging effort. In 2007, the Commission and its partners were successful in creating a regional dispatch center which will serve over 60% of the county population. We rec-

ognize that issues of this nature are difficult and sensitive but we must work together to reduce the cost of government if our region is to remain competitive. We are committed to expanding the public dialogue in 2008 regarding other cost effective consolidations. Team Montgomery County is currently engaged in discussions with adjacent counties to explore possible service collaborations on a regional basis. Our most ambitious initiative in this area is to forge an alliance with other metro-areas in the state to permit local option tax sharing.

Finally, we are proud of our reputation for professional management and our focus on measurable results based planning and programming. In 2008, we will undertake a 10 Year Financial Plan to rightsize the organization for the long run and will be calling on many of you to share your expertise.

To hear more about Team Montgomery County's strategic initiatives, log onto [www.mcoho.org](http://www.mcoho.org) and click on the strategic initiatives PDF. — ■



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## A CONVERSATION WITH COL. COLLEEN RYAN, COMMANDER OF WPAFB

*Dayton Area Chamber of Commerce staff, Chris Kershner and Stephanie Precht recently had a conversation with the Installation Commander of Wright Patterson Air Force Base/Commander of the 88th Air Base Wing, Colonel Colleen Ryan regarding her thoughts and beliefs on issues that are consistently of great importance to WPAFB and the Dayton area business community.*

*We view this conversation and our continued partnership with Col. Ryan and WPAFB as an excellent opportunity to highlight the positive economic impact that WPAFB has on the Dayton region's business community and allow Col. Ryan the opportunity to speak directly to the business community.*

*The Chamber's public policy staff looks forward to continuing our close working relationship with Col. Ryan and her colleagues at Wright Patterson Air Force Base and we thank them for their time and commitment to the Dayton business community.*



Col. Colleen Ryan, Commander, WPAFB

An opportunity to interact with elected officials is what "Getting Down To Business" is all about – your Chamber's part in education and advocacy activities.



# Getting Down To BUSINESS With...

POLITICS

Q&A IN

## Col. Colleen Ryan, COMMANDER, WPAFB

**Q** *It is estimated that Wright Patterson Air Force Base has a \$4 billion impact on the economy of the Dayton region. It is with no hesitation that the business community views Wright Patterson Air Force Base as the economic development engine of our community. During your assignment at Wright Patterson, how have you seen the Base increase their economic contribution to the community and our local economy?*

**Col. Ryan** Wright-Patt is the largest single site employer in the State of Ohio. With more than 23,000 military, civilian and contractors directly employed on the base, there is a significant impact on the local economy. But, you also have to factor in that jobs on base translate into jobs in the surrounding communities. In addition, Wright-Patt is a large base with many diverse missions ranging from healthcare to logistics, to acquisition, to education and research, to name but a few. These missions often necessitate partnerships with private industry whether it is for transportation of vital spare parts or developing the next generation of airframes to ensure our continued supremacy of the air. This naturally attracts even more

businesses into the area. For instance, recapitalizing the fleet is a top priority for our Air Force and Wright-Patt is front and center in the effort to do this. As we have put more energy into accomplishing this goal over the past several months. Activity here has increased and I suspect will continue until we have met our goal and provided the warfighter with even safer, more reliable platforms to conduct the Air Force mission.

**Q** *Following the last Base Realignment and Closure Act in 2005, Wright Patterson Air Force Base was named as the receiver of the Aerospace Medicine division and the Human Sciences division of the Air Force. How will these new designations impact the local business community and are you partnering with our local healthcare affiliates to leverage our community's local talent?*

**CR** We already have partnerships with Wright-State University for physician residency training and we only see more growth with the new human performance missions arriving.

Organizationally, we are gaining the USAF School of Aerospace Medicine, Air Force Institute of Operational Health, 311th Human Systems Wing, some Air Force Research Laboratory Human Effectiveness functions, Physiological Training Unit and some acquisition functions currently resident at three Logistic Centers (Tinker AFB, Okla., Robins AFB, Ga., and Hill AFB, Utah).

These realignments enable synergy for the Air Force by concentrating scientific, technical and acquisition functions here and will establish Wright-Patterson as a Joint Center of Excellence Aerospace Medicine education, training and research, as well as sensors research. It is exciting because we stand to become a world leader in human performance.

**Q** *It is estimated that thousands of new jobs will be coming to the Dayton region because of the last Base Realignment and Closure Act. What percentage of those jobs are private sector jobs and what percentage are public sector jobs? What can the business community do to help ensure Wright Patterson and the community realizes the anticipated private sector benefits of the last Base Realignment and Closure Act?*

**CR** We are looking at a net gain of about 1200 military and civilian authorizations as a result of BRAC in on-base positions. We anticipate some people will move from the communities where missions are relocating from, some from other military installations, some will come from the current Wright-Patt work force. Of course some will likely be new hires, who quite conceivably could come from neighboring communities if they have the right mix of skills and experience for these jobs.

*(continued on page 24)*





WPAFB anticipates nearly \$332M in new construction. Butt Construction Company was awarded a contract for some infrastructure preparations.

There will also be a number of indirect positions created, the actual numbers of which vary depending on the methodology. Needless to say it looks to have a significant impact on the local economy.

One case in point is the need for a great deal of new construction. Most of this will be in Area B where we are planning an Aerospace Medicine complex. This will house the USAF School of Aerospace Medicine, the AF Institute of Operational Health, the Naval Aerospace Medical Research Laboratory and a Physiological Training Unit. In addition, we are adding to our Sensor's Directorate to accommodate consolidation of that mission from Hanscom Air Force Base, Mass. and Rome Research Site, NY. We've already awarded the contract for some infrastructure preparations, to Butt Construction, a local company. We anticipate nearly \$332M in construction to be accomplished before all is said and done. Incidentally, the U.S. Army Corps of Engineers is our contracting agent supporting these projects, so this is very much a joint effort.

**Q** *Through our defense leadership at Wright Patterson Air Force Base, the Dayton Development Coalition, our local political leaders and the Dayton area business community – we will see tremendous benefits from the last BRAC. If another BRAC is scheduled for the future, what measures are being taken to ensure the future viability of WPAFB and to ensure that retention, growth and development at WPAFB will be a priority once again? What initiatives are the Air Force pursuing to ensure future success and development at WPAFB?*

**CR** At the moment, we are not aware of any plans for a future BRAC. But even though the last round was in 2005, there is still a lot of work needed to implement the BRAC public law.

Only a handful of new employees will move over the next couple of years, most of the new authorizations will be filled in the FY2010 and FY 2011 timeframe. Nonetheless, we have to get the infrastructure in place to properly house them. Some of those employees will transfer from outside the area, while others with the needed skill sets could be new hires from this region. I see my role as partnering with community leaders to keep them aware of the timeline so they can make informed decisions. We just can't predict where people coming to support

these new missions will want to move to. This is where community planners, realtors, Chambers' of Commerce, and others have the opportunity to market their communities as being attractive places to live and work via the many channels available.

**Q** *Your leadership at WPAFB has been outstanding and the Dayton area business community has been lucky to have you as a community partner. You transferred to Wright Patterson Air Force Base about 18 months ago from an assignment in England. What do you view as our community and cultural strengths in the Dayton region and what community and cultural aspects have you enjoyed following your relocation to the Dayton region?*

**CR** As Wing Commander, I've had the opportunity to meet with hundreds of community leaders and to say the support for the base is overwhelming would be a serious understatement. The sentiment goes much further than jobs and dollars. There is a very strong patriotic spirit, especially in relation to winning the Global War on Terror, but the enthusiastic support for the base that I've seen and felt is even more than that.

When I drive across base, I can see those white flags delineating the flight path of the Wright Brothers flying over Huffman Prairie – and it makes it jump out to you that this very spot is the birthplace of practical flight. I think the community here has a kinship with the Wright Brothers legacy and a love of aviation. My father was an Air Force pilot and I also spent much of my career in the cockpit, so that is something very near and dear to my heart. And, I think the love of flying translates into an appreciation for the Air Force. The people here feel a connection to the roots of aviation and I think the Air Force benefits a great deal from that.

The Air Force and Dayton have enjoyed a long and positive relationship – going back long before the Air Force existed as an independent service. It has been and continues to be a mutually beneficial partnership that looks to get only stronger in the future. — ■





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SAVE THE DATE

**TUESDAY, APRIL 22, 2008**

*Annual Meeting*

Dayton Convention Center  
Breakfast Meeting  
Registration begins  
at 7:15 am



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# CHAMBER Chatter

*CHAMBER RIBBON CUTTING CEREMONIES — 2007 was a big year for businesses in the greater Dayton area. Here is a sample of the unique businesses your Chamber helped to open in 2007.*

JANUARY 5, 2007



## Sweet & Sassy

In January the Chamber welcomed Sweet & Sassy—the ultimate salon, spa, and celebration party place, located at The Greene Town Center in Beavercreek.

MARCH 1, 2007



## HondAcur

HondAcur opened its doors in March. They offer maintenance and repairs on Honda and Acura vehicles at an affordable rate.

MARCH 14, 2007



## Noble Roman's & Tuscano's Subs

Noble Roman's brought its friendly, family-fun atmosphere to Centerville this past March. Noble Roman's boasts that their sauce is made from vine-ripened, fresh-packed California tomatoes rather than cooked-down and condensed sauce.

APRIL 26, 2007



## DeVry University & Keller Graduate School of Management

DeVry University and Keller Graduate School of Management are among North America's leading providers of career-oriented business, technology and management higher education. DeVry University offers accelerated bachelor's degree programs in business administration, technical management and computer information systems at its Dayton location as well as online.

MAY 2, 2007



## Huntington Learning Center

Huntington Learning Center is a provider of supplemental education and tutoring services. The Centerville facility offers support in basic mathematics, reading, writing, and study skills as well as instruction to help college bound students strengthen their problem-solving and analytical thinking skills as they prepare for SAT and ACT exams.

MAY 3, 2007



## Caribou Coffee

Caribou Coffee treats their beans right, from start to finish—from selecting the best green beans, to creating blends, roasting, keeping beans fresh, and brewing. Caribou is located at 5839 Far Hills Square in Dayton.

MAY 7, 2007



## Bonefish Grill

Bonefish Grill is a casual seafood restaurant that appeals to those who crave high quality seafood in a comfortable, lively atmosphere at a good value. Visit them at the Dayton Mall.

SEPTEMBER 13, 2007



## Margarita Village

Margarita Village brings authentic Mexican food and celebration to town. Margarita Village is located at 630 East Dixie Drive in West Carrollton.

OCTOBER 11, 2007



## Widows' Home of Dayton

Widow's Home of Dayton expands from its 135-year tradition of quality nursing care and opens newly featured Rapid Rehab Suites. They introduced a new program designed exclusively for patients needing additional rehabilitation after a hospital stay.

OCTOBER 18, 2007



## The Pub

The Pub, an original British concept, opened in October at the Greene Town Center located in Beavercreek. The Pub Beavercreek is a high-energy, authentic British pub replicating Tavern Restaurant Group's other British pub concepts. The award-winning exterior of The Pub is modeled after the classic corner pub in London, while the interior consists of traditional yet modern style furniture and accessories from Britain.

NOVEMBER 15, 2007



## 4 Over, Inc.

By acquiring the latest state-of-the-art printing equipment, 4over gained the lead in order-fulfillment in the trade printing industry. The Huber Heights production plant will facilitate the needs of customers in the Midwest, East Coast, and Southern Regions.

4TH QUARTER 2007



## Volunteers of the Quarter

*Left to right:*

- Ron Folkerth, Keller Williams Realty
- Jack Moore, ELS
- Connie Woods, Woods & Woods Financial
- Tim Hull, TDH Marketing

# SOIN AWARD For Innovation

## WebCore Technologies

*Since winning the first Soin Award for Innovation in April of 2007, WebCore Technologies has made great progress as a Dayton-based manufacturer of advanced composite materials in high growth market applications.*

This activity has been centered toward transitioning its TYCOR products from the development stage into market entry stage, in fostering market-driven innovation, and in implementing a metric-driven management process into its business culture and in organizing its business resources for profitable sustained growth, as described in the following narrative:



### MARKET ENTRY IN TWO KEY APPLICATIONS

WebCore successfully completed a rigorous engineering development program to qualify TYCOR in composite panels for use as structural decks that carry automobiles in railcars. The composite panels, which replace

heavy steel decks, are fabricated at the TPI Composites plant in Springfield.

WebCore has targeted the North American wind energy market as its major long-term growth opportunity, and it continues on track in implementing its marketing strategy and sales plan to the Wind Turbine Blade (WTB) manufacturers. The company projects it can capture \$350 Million in TYCOR sales in the U.S. wind market between 2008 and 2020, and it is currently working with its first two major wind customers in completing the product engineering, testing, qualification and certification required in order to establish sales momentum. The Company's business case presentation was well received at the recent 2007 Midwest Alternative Energy Venture Forum sponsored by University of Chicago Graduate School of Business, and initial sales are projected in 2008.

### FOSTERING INNOVATION


WebCore continues to create innovative and enabling technology centered on advanced composite products and processes. In addition

to filing a new U.S. patent application in 2007, and starting the examination process on its Japanese patent filing, WebCore was recently informed it has been approved and will receive another patent from the U.S. patent office. This patent covers innovative composite panel manufacturing processes and core products that have great potential in the transportation, wind energy and defense-related markets.

Leveraging the Soin Award, the company plans to implement the Legacy Innovation Award in 2008, an internal award that will annually recognize WebCore employee(s) for an idea or practice that is innovative, offers cost-saving or improved safety, involves community service, recognizes academic excellence and/or reflects the strength and entrepreneurship of the human spirit.

### ORGANIZING FOR GROWTH AND PROFITABILITY

The Soin Award was the major funding source to engage a professional management consulting service to assist the WebCore management team in establishing a business culture and efficient processes for transitioning its technology into engineered-to-order products with major customers and their applications, and do so with a metric-driven approach to enhancing profitability and meeting stakeholders needs. This investment has clearly aligned and organized the WebCore team to meet its continued growth projections. — ■




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Dayton, OH 45458

**Action Coach Business Coaching**

2661 Commons Blvd.  
Dayton, OH 45431

**ADF Engineering**

228 Byers Rd., Ste. 202  
Miamisburg, OH 45342

**All Shine LLC**

5 Concord Cir.  
Springboro, OH 45066

**Allen Refrigeration**

312 N. McGee St.  
Dayton, OH 45403

**Allied Builders, Inc.**

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Dayton, OH 45404

**Allstate-The Papanek Agencies**

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Dayton, OH 45414

**Amco Products, Inc.**

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Kettering, OH 45429

**American Architectural Glass, Inc.**

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Clayton, OH 45315

**Apex Capital Management, Inc.**

8163 Old Yankee St., Ste. E  
Dayton, OH 45458

**Appropriate Technology**

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Tipp City, OH 45371

**August Incorporated**

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Centerville, OH 45459

**Bimac Corporation**

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Dayton, OH 45439

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Beavercreek, OH 45434

**C & W Swiss Inc.**

P.O. Box 65  
New Carlisle, OH 45344

**Cal Tec Labs**

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Dayton, OH 45414

**Camelot Enterprises**

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Centerville, OH 45459-2161

**Cardboard Heroes, Inc.**

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Centerville, OH 45458

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Dayton, OH 45415

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Celina, OH 45822

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**Data That Works**

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Centerville, OH 45459

**Day-Tec Tool, Inc.**

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**Dayton Builder Exchange**

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Dayton, OH 45414

**Dayton Business Interiors**

4208 E. River Rd.  
Dayton, OH 45439

**Dayton Interventional Radiology**

3075 Governors Place Blvd.  
Kettering, OH 45409

**Diamond Kennels**

7775 Swamp Creek  
Lewisburg, OH 45338

**Discreetly Yours**

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Centerville, OH 45459

**Diverse Business Systems, Inc.**

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Centerville, OH 45459

**Edible Arrangements**

2495 Commons Blvd.  
Beavercreek, OH 45431

**Flying Pizza**

421 Miamisburg-Centerville Rd.  
Centerville, OH 45459

**Forensic Bioinformatic Services, Inc.**

2850 Presidential Dr., Ste. 160  
Fairborn, OH 45324

**Fullmers Landscaping, Inc.**

9547 W. Third St.  
Dayton, OH 45427

**Funny Bone Comedy Club & Restaurant**

88 Plum St.  
Dayton, OH 45440

**Glynn-Walko Group LLC**

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Dayton, OH 45459

**Hochman & Plunkett Co., LPA**

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**Htec Systems**

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Dayton, OH 45459

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Dayton, OH 45415

**Independent Machine and Welding, Inc.**

35 Marybill Dr.  
Troy, OH 45373

**Insignia Signs**

420 E. Dixie Dr.  
West Carrollton, OH 45449

**Inter-Tel Technologies, Inc.**

123 Webster St., Studio 1B  
Dayton, OH 45402

**Kids In Need Foundation**

3077 Kettering Blvd.  
Dayton, OH 45439

**Kleingers & Associates**

608 Phillips Dr.  
Beavercreek, OH 45434-7230

**Levin Family Foundation**

111 W. First St., Ste. 849  
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2240 Richard St.  
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217 Peach Orchard Ave.  
Dayton, OH 45419-2643

**Production Solutions, Inc.**

P.O. Box 49431  
Dayton, OH 45449

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**South Metro Sports, Inc.**

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Centerville, OH 45458

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Dayton, OH 45414

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Columbus, OH 43230

**Stinson Concrete**

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Englewood, OH 45322

**T & L Custom Screening, Inc.**

3488 Needmore Rd.  
Dayton, OH 45414

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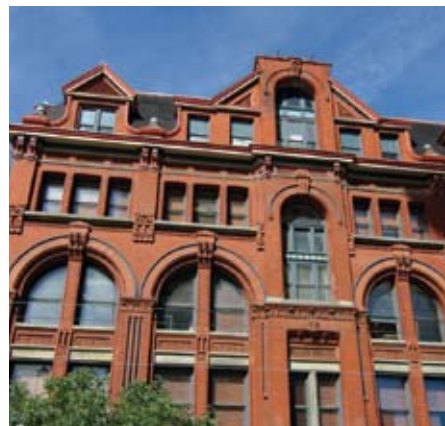
# CALENDAR Of Events

MARCH

14

## Breakfast Briefing – Celebrating Our Progressive Future

DATE/TIME ..... March 14, 7:15 - 9:30 am  
SPEAKER..... Bob Schiffler  
TOPIC..... TBA  
LOCATION ..... Dayton Racquet Club  
REGISTRATION..... [registration@dacc.org](mailto:registration@dacc.org)  
SPONSOR..... Presenting Sponsor –  
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Co., LPA



MARCH

19

## Safety Breakfast With The Experts

DATE/TIME ..... March 19, 7:30 - 9:00 am  
SPEAKER..... Panel from Freund, Freeze  
& Arnold  
TOPIC..... Fleet Safety  
LOCATION ..... Mandalay Banquet Center  
REGISTRATION..... [lwulfeck@dacc.org](mailto:lwulfeck@dacc.org)  
SPONSOR..... Freund, Freeze & Arnold.  
  
Advanced registration is required.  
MEMBERS ONLY.



MARCH

26

## Business After Hours

DATE/TIME ..... March 26, 5:30 - 7:30 pm  
LOCATION ..... Tes Tech  
REGISTRATION..... [registration@dacc.org](mailto:registration@dacc.org)  
  
Join us for an evening of  
networking and catching up  
with old friends!



APRIL

16

## Safety Breakfast With The Experts

DATE/TIME ..... April 16, 7:30 - 9:00 am  
SPEAKER..... Director William Vedra, Ohio  
Homeland Security  
TOPIC..... Ohio Homeland Security Update  
LOCATION ..... Mandalay Banquet Center  
REGISTRATION... [lwulfeck@dacc.org](mailto:lwulfeck@dacc.org)  
SPONSOR..... Advanced Background Check  
  
Advanced registration is required.  
MEMBERS ONLY.





To register or learn more about upcoming chamber events, visit us online at [www.daytonchamber.org](http://www.daytonchamber.org), or call us at 226-1444.

APRIL

22

## ANNUAL MEMBERSHIP MEETING

DATE/TIME .....April 22, 7:15 - 9:15 am  
SPEAKER.....Board Chair and Chamber  
President/CEO Phil Parker  
TOPIC.....Accomplishments, Recognition  
and Awards  
LOCATION .....Dayton Convention Center  
REGISTRATION.....[registration@dacc.org](mailto:registration@dacc.org)



MAY

09

## Breakfast Briefing – Celebrating Our Progressive Future

DATE/TIME .....May 9, 7:15 - 9:30 am  
SPEAKER.....Dr. Daniel Curran,  
University of Dayton  
TOPIC.....TBA  
LOCATION .....Dayton Racquet Club  
REGISTRATION.....[registration@dacc.org](mailto:registration@dacc.org)  
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MAY

21

## Safety Breakfast With The Experts

DATE/TIME .....May 21, 11:30 am - 1:00 pm  
SPEAKER.....BWC Representatives  
TOPIC.....BWC Awards Ceremony  
and Presentation  
LOCATION .....Mandalay Banquet Center  
REGISTRATION.....[lwulfbeck@dacc.org](mailto:lwulfbeck@dacc.org)  
SPONSOR.....Kettering Workers' Care

Advanced registration required.  
This is a luncheon event.  
MEMBERS ONLY.



JUNE

13

## Breakfast Briefing – Celebrating Our Progressive Future

DATE/TIME .....June 13, 7:15 - 9:30 am  
SPEAKER.....Georgie Woessner, WDPR and  
David Fogarty, Think TV  
TOPIC.....TBA  
LOCATION .....Dayton Racquet Club  
REGISTRATION.....[registration@dacc.org](mailto:registration@dacc.org)  
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# GENERATION Dayton Events

*Generation Dayton is THE PLACE for Dayton's young professionals. To register for these programs or for more information, visit [generationdayton.org](http://generationdayton.org).*

MARCH  
05

## Generation Dayton Program

DATE/TIME ..... March 5, 5:30 - 7:30 pm  
SPEAKER..... Gary Mull  
TOPIC..... Be an Exceptional Presenter  
LOCATION ..... Dayton Daily News (1611 S. Main St.)  
COST ..... Members: Complimentary  
Nonmembers: \$25



MARCH  
13

## Thirsty Thursday

DATE/TIME ..... March 13, 5:30 - 7:30 pm  
LOCATION ..... Bonefish Grille  
SPONSOR..... Generation Dayton  
COST ..... No Cover



MARCH  
18

## Business and Breakfast

DATE/TIME ..... March 18, 7:00 - 8:30 am  
LOCATION ..... Tanks  
COST ..... Breakfast



MARCH  
28

## Fourth Friday Lunch

DATE/TIME ..... March 28, 12:00 - 1:00 pm  
LOCATION ..... Capri Lanes  
Free to attend. Lunch and bowling at your own expense.  
Bowling \$1, shoe rental \$1 with lunch purchase of \$5 or more.



APRIL  
10

## Thirsty Thursday

DATE/TIME ..... April 10, 5:30 - 7:30 pm  
LOCATION ..... Bar Louie  
COST ..... No Cover



MAY  
01

## Generation Dayton Program

DATE/TIME ..... May 1, 8:00 am - 8:00 pm  
TOPIC..... Generation Dayton Day 2008  
Stay tuned for more information.  
LOCATION ..... TBA





FEAR OF FAILURE  
BLIND AMBITION  
PASSION FOR THE BUSINESS  
SECURITY  
GROWTH GOALS  
4 YEARS AT YALE  
THE YACHT

WHATEVER DRIVES YOU TO SUCCEED,  
HAFENBRACK MARKETING  
CAN HELP YOU ACHIEVE IT.

The ambition to succeed is one of the most powerful forces in business. At Hafenbrack Marketing we help fuel the drive for growth with smart marketing strategies thoughtfully developed and creatively executed. Perhaps that's why so many companies throughout the region turn to us to support their growth efforts. With over twenty-five years in business and a full range of marketing capabilities, Hafenbrack stands ready to help your business reach new levels of success. To learn more, call us at 937.424.8950.



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## **EAST**

Beavercreek Health Center  
Dayton Eye Surgery Center  
Greater Dayton Surgery Center  
Greene Memorial Hospital  
Indian Ripple Family Health Center  
Kettering Sports Medicine at Beavercreek  
Wound Healing and Hyperbaric Medicine Center

## **WEST**

Conover Health Plus, Franklin  
Franklin Physical Therapy and Fitness Center  
Kettering Breast Evaluation Ctrs., Franklin  
Preble County Medical Center, Eaton

## **NORTH**

Charles H. Huber Health Center  
Corwin M. Nixon Community Health Center  
Englewood Health Center  
Englewood Diagnostic & Imaging Center  
Kettering Sports Medicine Center  
Kettering Wellness Center  
Grandview Center for Circulatory Disorders and Wound Treatment  
Grandview Center for Rehabilitation  
**Grandview Medical Center** \*937-226-3200  
Hand and Upper Extremity Center  
Kettering Sports Medicine at Tipp City  
Ohio University College of Osteopathic Medicine (Grandview Regional Teaching Site)  
Victor J. Cassano, Sr. Health Center

## **SOUTH**

Corporate Wellness  
Hyperbaric Medicine Center  
Joslin Diabetes Center Affiliate at Southview Hospital  
Kettering Breast Evaluation Centers  
Kettering Cardiovascular Institute  
Kettering College of Medical Arts  
Kettering Diabetes & Nutrition Center  
Kettering Hospital Youth Services  
Kettering InHome CARE  
Kettering Rehabilitation Unit  
**Kettering Medical Center** \*937-298-4331  
**Kettering Medical Center – Sycamore** \*  
Kettering Network Home Care  
Kettering Reproductive Medicine  
Kettering Sports Medicine Center  
Kettering Women's & Children's Services  
Sleep Disorders Centers  
**Southview Hospital** \*  
Southview Maternity Center  
Sycamore Glen Health Center  
Sycamore Glen Retirement Community  
Sycamore Primary Care Center  
Wallace-Kettering Neuroscience Institute

*\*Chest Pain and Stroke Center located in the ER*



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**Kettering Health Network<sup>SM</sup>**

All Facilities Are Fully Accredited





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Space Management will provide you with service way beyond anything else available. No other company is as meticulous in its quest for perfection. If you're tired of the typical sales rhetoric, followed by the same old broken promises, you will like us!

We realize that when you are responsible for securing contractors for services in your building you don't want to be embarrassed. We know our standards and performance will exceed anything you've experienced before. When was the last time you got compliments rather than complaints?

Space Management will STOP the headaches, hassles and complaints.

The property managers who select Space Management don't have time to baby sit contractors who don't perform. They expect the best. Our customers require unsurpassed performance and dependability. They know Space Management will keep their building clean and polished.

The Space Management service team is professional, courteous, and always in uniform. We know we can improve the image of your facility.

### The experience base includes:

Healthcare / Research  
Class A Office  
Multi Tenant High Rise  
Manufacturing / Warehouse / Industrial  
Federal & Municipal Government  
Law Enforcement  
Public Transportation / Aircraft  
Education  
Retail / Malls  
Sports / Entertainment Venues  
Recreation

### Specialized capabilities include:

Clean room environment services.  
Blood borne pathogen/ Biological decontamination.  
Crime scene restoration.

**SPACE**  
MANAGEMENT

Building Maintenance Professionals